

7 November 1977

MEMORANDUM FOR: Director of Central Intelligence

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THROUGH

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SUBJECT

:

Briefing by Federal Women's Program Board (FWPB)

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1.  We appreciate the opportunity to meet with you on 9 November. While advisory to the DCI and the DDCI, the Federal Women's Program Board (FWPB) has never met with a DCI and has met with only one DDCI since its inception in April 1973. This has been a situation largely of our own making. However, in the past year, we have given some new thinking to our complexities and purpose. In September of this year, the Board held a two-day conference, in which it laid out a FWPB Program for FY 1979. The goals are not new but our commitment is.

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2.  TAB A addresses some of the areas of concern which surfaced during the conference and which we believe require exploration and change. These issues affect all employees. Changes in these areas will largely hinge on Agency employees at all levels perceiving that the Agency is fully committed to equality of opportunity. We respectfully submit that that perception will not take hold unless the commitment to equal employment opportunity is fully and convincingly articulated by the DCI. We believe this to be the most direct route to eliminating the lip service now paid to equal employment opportunity by many of our managers.

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3.  It goes without saying that the Board will help you in any way it can. FWPB officers will be prepared to elaborate on these topics as well as the scope and purpose of the "Themes" (TAB B) which have already been forwarded to you.

FOR THE FEDERAL WOMEN'S PROGRAM BOARD:

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Chairman

Federal Women's Program Board

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## FEDERAL WOMEN'S PROGRAM BOARD

## SPECIAL CONCERNS

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1. ☐ *Lack of Women in Leadership Positions*

It is fact: Women constitute 32 percent of the Agency's population. Yet, there are only one GS-18, one GS-17, eight GS-16, and 19 GS-15 females in CIA. (Men hold 59 GS-18, 115 GS-17, 239 GS-16 and 856 GS-15 positions.) Some 8.6 percent of Agency women as compared to 58.2 percent of Agency men hold the grade of GS-12 or above. Of all women GS-13 and above in the Agency, less than one-third are in supervisory positions. These are dramatic figures, graphically pointing up the fact that institutional barriers still exist which prevent women from gaining the same opportunities for leadership as men.

The Board is not interested in churning up old fires, charges of inequities or discrimination. We are seeking ways to enhance the status of women in the Agency by creating a climate where qualified women are readily woven into the fabric of Agency leadership on the basis of merit.

We believe that DCI action in the following areas will move us closer to those objectives:

## RECOMMENDATIONS

\*The DCI should ensure that managers use the Executive Development Roster (EDR) in making selections for key assignments. (The EDR is a list of employees in grades GS-13 - GS-15 who exhibit potential for supergrade positions.) Additionally, the DCI should require a periodic status report on each roster individual for the DCI's own information and use.

\*The DCI should set an example for Agency managers by appointing more qualified professional women to his own staff. Since 1972, the DCI area has seen a decrease in the number of women in grades GS-13 and above.

\*The DCI should encourage that the EAG--as a follow on to an Agency-wide personnel survey--share its findings on a number of problem issues, including policy affecting the placement of individuals to key operating positions and policy affecting Career Service promotion activity.

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2. ☐ *Lack of Equitable, Uniform Career System*

Over the years each Directorate has evolved a different career system with each system further divided into a number of sub-groups. We have a cut and paste conglomerate of individual directorate plans with no overall direction. The Office of Personnel in our perception lacks the punch to give uniform guidelines to the directorate so despite an attempt to promote the "one agency" concept, the different career systems have led to parochialism and frustrations in seeking jobs in another directorate. Despite an attempt to keep promotion criteria uniform, the different methods of administering the systems have made some appear more equitable than others. This fragmented approach can be potentially discriminatory. Opportunities are narrowed, a particular detriment to the secretarial/clerical contingent who find upward mobility already limited. Some of the career systems include only line managers in promotion decisions, a fact which makes professional women who are largely in staff positions under-represented in proportion to their numbers.

## RECOMMENDATIONS

\*The DCI should task one of his existent advisory bodies or an ad hoc task group with laying out the pros and cons of developing a centralized career system in layman's language and making a conclusive statement on its feasibility.

In the interests of time, we suggest the group start with the findings of studies already done on this subject.

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3. ☐ *Impact of Reorganization*

As we emphasized above, the plethora of Agency career systems--each with a different procedure for career guidance, ranking and evaluation--is a significant factor in limiting advancement opportunities for employees.

CIA employees within NFAC and NITC are apprehensive that they will be further isolated and yet another career system superimposed, when Congress approves the reorganization. A further concern is that they will not have access to special interest/advisory groups such as the MAG and FWPE.

## RECOMMENDATION

\*We believe that a uniform career system for all CIA employees will go a long way toward assuaging these concerns. In the meantime we suggest that the DCI continue his policy of openness by addressing these concerns directly in his DCI notes.

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4. ☐ *Women Secretaries/Clericals*

Some 77.1 percent of Agency women are in clerical positions. While grade ranges vary with occupational title, most secretarial slots are in the GS-05 to GS-07 range. There is presently no ranking system across directorates which allows a clerical to compete on her merits for higher graded positions, although the Clerical Evaluation Program proposed by Debra Antolick (DDS&T) and endorsed by the NDI and DDS&T is a compelling step in this direction. The perception rightly or wrongly is that most secretaries to supergrade officers are selected on the basis of the personal preferences of the manager in question. Once a secretary attains a GS-08 or GS-09 position, her tenure on the job is not based necessarily on performance but rather on the tenure of her boss. Her skills are common to all directorates but she may belong to any one of several career services which are designed primarily to manage the careers of professionals with specializations unrelated to her own.

If she desires advancement and additional training, she finds that little of the Agency's training budget is allotted to clerical training.

Frequently, to qualify for positions from GS-07 and beyond, a secretary must pass an Agency shorthand exam which is stiffer than Civil Service standards; more often than not, the skills may not actually be required on the job. If she wishes to advance to professional ranks, she finds that few upward mobility positions are available and her eligibility to apply for these depends on the innovativeness of the directorate she works in.

If she chooses on her own time and at her own expense to work toward a college degree and advance to professional ranks on the basis of that degree, a clerical will find no central place in the Agency where counseling is tailored to the career specializations available to her. These are some reasons why there is a morale problem among these employees. Several advisory and ad hoc groups have made studies on these issues and have made recommendations to management at various levels. These recommendations have not been publicized and are largely unimplemented. Employees have not been told why.

We believe the clerical/secretarial issue and the inequities resultant from the current diversified systems under which they operate have touched more nerve endings than any other personnel issue.

## RECOMMENDATION

\*The DCI should establish a DCI Task Force chaired by the FWPB which will sift the findings of the numerous studies, surveys, report on this issue to date, and by April 1978 make recommendations on

workable solutions acceptable to management and secretaries/clericals alike. The DCI should then ensure that these are implemented on a timely basis.

The Task Force should include representatives from the Office of Personnel and the clerical ranks and career management officers from the various directorates.

A sensible and efficient approach would be for the Task Force representatives to be relieved of their normal duties for the period and spend full time at the review. The issue is worth this kind of investment.

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5.  *Plethora of Advisory Groups*

There are a number of advisory groups composed of employees within the Central Intelligence Agency: The DCI MAG, the four directorate MAG's, a sprinkling of office MAG groups and special ad hoc panels created to focus on a single issue. These groups derive their authorities from a variety of sources: the DCI, RAG, the Directorate front offices, the Career Management Officers, etc.

Some are effective, others are not. Some are given strong direction, others are not. Studies are frequently duplicated by the groups. (The secretary/clerical issue is a prime example.) Some of the findings may be conscientious and others, totally unreliable. But in few cases are the findings disseminated. In short, we operate in a vacuum. It is especially difficult to research issues related to personnel management. The Agency's decentralized personnel system, the several career services, and the habit of the "need to know" make it difficult to find out what studies have been done on any given issue, by whom, what actions resulted if any, and what caused various changes in policy and practice. The Board has two ideas on how to overcome this compartmentation.

#### RECOMMENDATIONS

If the advisory groups must stand as they are:

\*The DCI should establish a point of reference within the Agency to track the activities of the various advisory groups to prevent unnecessary duplication of effort and to promote coordination in addressing similar issues. This point of reference should further provide a central reference service which would be the repository for studies by advisory groups and official reports on personnel management information. It has been suggested that the OPEO serve as this point of reference.

OR

\*Ad hoc task groups might be created, under the aegis of one or another existing advisory group, to focus on and resolve a particular issue surfaced. A given task group would be composed of representatives best suited to the issue at hand. Ideally, task group membership would be relieved of normal duties to work full time on the task group until the issue is resolved or the task force dissolved.

27 May 1977

MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT : Themes on Women

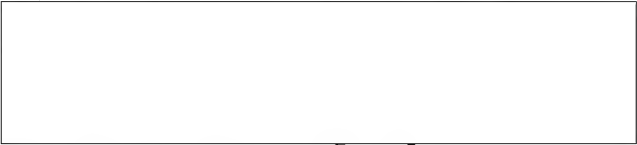
1. The members of the Federal Women's Program Board wish to express their appreciation for the interest and support which you expressed at our meeting with you on 10 May. We are particularly pleased by your intention to address the problems of women in your discussions with Agency managers.

2. The attached notes are intended as a preliminary response to your request for "themes" to use in your discussions. We have drafted separate paragraphs on each theme rather than providing you with a single paper on the subject. It was felt that this would make it easier to incorporate one or more of these themes in any larger presentation which you might be giving.

3. We appreciate the opportunity to provide this input, and would be happy to develop the themes further, incorporate them in a single paper, to add to them, or to modify them in any way that would make them more useful to you.

4. If there is any other way in which the Board can assist you in your task of providing equal opportunity for all employees, please let me know.

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Federal Women's Program Board

Attachments: a/s

## PUBLIC IMAGE OF THE AGENCY

Much of the bad press which the Agency has received has come about when a program or policy has continued past its time, or when it has been executed with poor judgment. A re-appraisal prior to the bad publicity could have saved us all a lot of trouble. EEO is just such an area. It is a potential trouble spot for any government agency. By moving constructively to improve our EEO record, the Agency can save itself a lot of unnecessary trouble in the future, and serve the cause of simple justice as well.



## WOMEN'S LIBERATION IS NOT THE ISSUE

The women's liberation movement has raised a lot of controversy, but it is not the "gut" issue for women in the Agency. The real issue is that government salaries are paid by taxpayers, both male and female, black and white. Government agencies are required by law to treat all employees equally and to hire and to promote them solely on the basis of merit. Women's lib is open to debate, the law of the land is not.

## OUR CHANGING SOCIETY

Because of changing population and economic trends, many young women today are not making motherhood a full-time career. The energies and ambitions which formerly were absorbed in child care are now being channeled into the pursuit of a career. As a result, women are becoming more career-centered, more ambitious, and, therefore, more assertive. Attempting to apply the cultural standards of the past in dealing with women employees today is not appropriate.

Women are entering the job market with essentially the same attitudes as men. They plan to spend most of their lives working. Married or single they see their salaries as an essential source of support. They are making plans for a career. Unlike many women in the past, they are not simply looking for a way to support themselves until they get married.

## FREEDOM OF CHOICE

The EEO movement does not require us to define a new role or position for women in society or in the Agency. It simply reinforces the traditional American concept of freedom of choice. Some women look on their jobs as a source of "extra family income." Others see themselves as possible future heads of the Agency. Women should have the opportunity to move as far as their talents and interests will take them. Managers, for their part, should not assume that a woman is not qualified or interested in any assignment or training because she is a woman.

## WHAT ARE A MANAGER'S OPTIONS?

Pressure from women and minority groups will increase. Pressure from the Civil Service Commission will increase. What are a manager's options in responding to these pressures?

You can:

- Dig in your heels, and make charges about reverse discrimination.
- Meet any quotas imposed upon you to the letter, but otherwise continue business as usual.
- Take the initiative. Seek out, recruit, develop and promote the best women and minority candidates you can find.

You will reduce outside pressure and enjoy the added benefits that accrue when all the people working for you believe that their talents and efforts will be rewarded regardless of race, sex or age throughout their working careers.

## PROMOTION PANELS

It is important not only for managers to be fair, but to be seen as being fair. As long as women and blacks lack equal status with white males, they will tend to be suspicious of a decision-making process from which, for whatever reason, representatives of their race or sex are excluded. The inclusion of women and minorities on promotion panels will alleviate these suspicions and generate a greater feeling of trust in the objectivity and fairness of the system.

## WHAT DO YOU WANT FOR YOUR DAUGHTERS?

Given contemporary cultural and economic values, your daughters will probably work most of their lives. They will marry men who will not see themselves as "the breadwinners" in the same sense you may see yourself. You are probably giving them the best education you can afford. What kind of careers do you want for them? As secretaries, as "gofers", for men who may not match their academic records or abilities? Do you want to see their opportunities limited to the GS-07 or GS-08 level where the majority of women in the Agency remain today?

## CHANGING ATTITUDES

Changing attitudes is a key factor in promoting equal opportunity for women. One means of changing attitudes would be to involve men and women together, regardless of hierarchical rank, in working groups and committees to arrive at solutions to significant office administrative and substantive problems. In addition to promoting teamwork, this device enables men and women to work together as equals and it permits unknown or unused skills of women (and men) to surface. Women as well as men should have the opportunity to chair such undertakings.

## EVEN DISTRIBUTION OF TALENT

Scientific evidence indicates that there are only minor variations in intelligence and aptitudes between the sexes. Since ability is fairly evenly distributed throughout the population, when one race, sex or cultural group consistently emerges on top in an organization, a manager should ask himself what forces other than recognition of merit are at work in his organization, and what skills and talents are being wasted.

Personnel are the Agency's most valuable resource, and in today's tight budget world managers will want to use that resource to its fullest. Among the women and minorities in the CIA are untapped reservoirs of talent and ability lying idle for lack of the opportunity to move out of dead-end jobs and to increase their value to the Agency. Good managers plan ahead and get the most for their personnel dollars.



## THE MANAGER AS "THE SYSTEM"

Government managers--unlike their counterparts in the private sector--tend to think that personnel management is being taken care of elsewhere in "the system." Thus, they may recommend that an employee "should be promoted at the earliest opportunity," or "should be given additional training," or "has the ability to take on greater responsibility" and feel that their duty is done.

Managers need to remind themselves continually that "the system" starts with them, and, indeed, that they are "the system." Personnel development is not going to happen unless each manager acts on his own observations or recommendations. Full utilization of employee skills, EEO, affirmative action--these should be part of the daily operating consciousness of every manager.

**FEDERAL WOMEN'S PROGRAM BOARD  
(Current Membership)**

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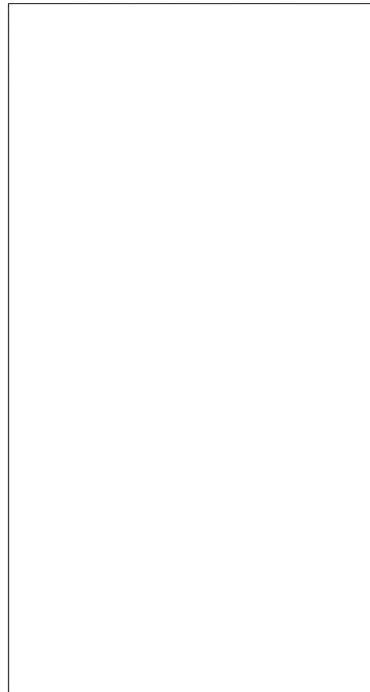
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